!2006

بسم الله الرحمن الرحيم

MUTAH UNIVERSITY

Deanship of Graduate Studies

جامعة مؤتة

عمادة الدراسات العليا

نموذج رقم (14)

إجازة رسالة جامعية

تقرر إجازة الرسالة المقدمة من الطالب زياد حمد علي القطارنه الموسومة بـ:

مدى توافر وظائف إدارة المعرفة وأثرها في فاعلية المديرين في الوزارات الأردنية

استكمالا لمتطلبات الحصول على درجة الماجستير في **الإدارة العامة**.

القسم: الإدارة العامة.

	التوقيع	التاريخ	
د. سامر عبد المجيد البشابشه		2006/8/10	مشرفاً ورئيسا
أ.د. حلمي شحادة يوسف		2006/8/10	عضواً
د. نضال صالح الحوامده		2006/8/10	عضواً
د. موسى محمد الكردي		2006/8/10	عضواً

عميد الدراسات العليا

أ.د. أحمد القطامين

MUTAH-KARAK-JORDAN
Postal Code: 61710
TEL :03/2372380-99
Ext. 5328-5330
FAX:03/ 2375694
e-mail: dgs@mutah.edu.jo sedgs@mutah.edu.jo
http://www.mutah.edu.jo/gradest/derasat.htm

مؤته – الكرك – الاردن
الرمز البريدي: 61710
تلفون: 99-03/2372380
فرعي 5330-5328
فاكس 03/2 375694
البريد الالكتروني
الصفحة الالكترونية

[illegible]

[illegible]

[illegible]

[illegible]

الملخص

[illegible]

[illegible]

[illegible]

2006 [illegible]

[illegible] (131) [illegible] (336) [illegible]

وتوصلت الدراسة إلى نتائج كان من أهمها :-

1- [illegible]

2- [illegible]

3- [illegible]

4- [illegible]

Abstract

Assessment of the Availability of the Functions of Knowledge Management and its Impact on the Administrator's Effectiveness in Jordanian Ministries.

Ziad H. Al-Qatarneh

Mu'tah University, 2006

The study aimed at analyzing and examining the impact of knowledge management on the administrator's effectiveness .To achieve the goals of the study ، a questionnaire was developed and distributed to a sample of (131) mangers and (336) employees، which have been selected using proportional stratified sample . Group of statistical techniques were used to analyze the study data.

The study reached to following:

1. Knowledge management availability in the Jordanian ministries was at medium level.
2. Management effectiveness availability in the Jordanian ministries was at medium level.
3. The perception of administrators' toward Knowledge management was high, whereas the perceptions of the employees toward Knowledge management were medium.
4. There is significant statistical effect of Knowledge management on the administrators' effectiveness.

The study recommended that the ministries should support knowledge abilities and obligate administrators and employee to employ knowledge management in formulating, executing and evaluating organization in their strategy in order to create effective knowledgeable organizations.

1

Intellectual Capital

. Knowledge Economy

.(2003

Information Technology IT Information

Management IM

3.1

1.4 [illegible]:

[illegible]

1. [illegible] KM [illegible]
2. [illegible]
3. [illegible]
4. [illegible]
5. [illegible]
6. [illegible]

1.5 [illegible]:

[illegible]

[illegible]

[illegible]

1.2

(Reingineering)

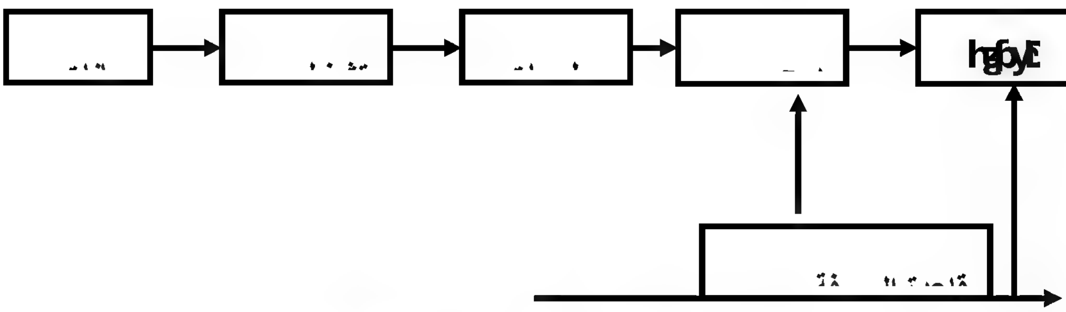
(Downsizing)

(Nonaka ,1995)

(Wiig 1997).

(Wiig،1997).

(Martensson, 2000)



(1)

المصدر :

McDermott، R.، "Why information technology inspired but cannot deliver knowledge management"، **California Management Review**، Vol. 41، 1999، pp.103-117.Mcshane

(Nonaka, 1995)

(Malhotra, 1998)

(Malhotra, 1998)

(Koenig, 1999)

DUFFY

(Duffy, 2000)

(Rastogi, 2000)

(Laudon, 2003)

(Darling, 1996)

(Mcshane& Glinow. 2000)

.(Mcshane& Glinow, 2000) .

(O'Brien 2002)

(O'Brien 2002)

(Lee&Choi 2003)

1 -

2 -

3 -

-

-

1 -

2 -

(KM)

(Housel & Bell 2002) .

.(50 :2002

(Daft 2001:258)

(Bollinger 2001:2)

[illegible] (Boisot) [illegible]

[illegible]

[illegible]:

1. [illegible] (propriety knowledge) [illegible]

2. [illegible] (personal knowledge) [illegible] …

3. [illegible] (public knowledge) [illegible] …

4. [illegible] (common sense) [illegible]

[illegible] (Boisot, 1997).

[illegible] (Polanyi) [illegible] (Nonaka and
[illegible] Takeuchi)

1. [illegible] (explicit) [illegible]
[illegible]
[illegible]
[illegible].

2. [illegible] (tacit) [illegible]
[illegible]
[illegible] (cognitive) [illegible] (technical) [illegible]
[illegible]
[illegible]
[illegible]
[illegible]
[illegible] (Nonaka 1995).

[illegible] (Bernard) [illegible] (Spender) [illegible]
[illegible]
[illegible]
[illegible]
[illegible] (Spender 1996):

1. [illegible] (conscious knowledge) [illegible]
[illegible]
[illegible].

2. [illegible] (objective knowledge): [illegible]
[illegible]
[illegible].

3 [illegible] : (automatic knowledge) [illegible]

[illegible]

4 [illegible] (collective knowledge) [illegible]

[illegible] (Spender) [illegible]

[illegible] (Zack، 1998) :

1 **[illegible] (Core knowledge management.)** [illegible]

[illegible]

2 **[illegible] (Advanced knowledge management.)** [illegible]

[illegible]

3 **[illegible]) Innovation knowledge management. (** [illegible]

[illegible]

VON KROGH

1.

2.

3.

4.

5.

(Von 1998)

2003) (Lee & Choi

1. Collaboration

2. (Trust)

3. (Learning)

[illegible]

4. [illegible]: Centralization [illegible]

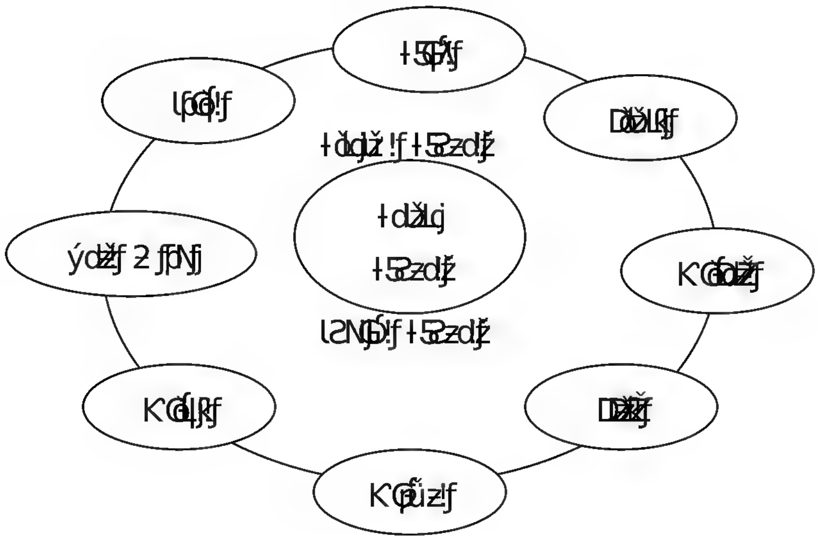
5. [illegible]: Formalization [illegible]

6. [illegible]: T. Shaped Skills [illegible]

7. [illegible]: IT Support [illegible]

8. [illegible]: Organizational Creativity [illegible]

[illegible]



(Darling, 1996).

(Corey , 2000)

(an object)

(process)

(know-how)

[illegible] (intellectual capital) [illegible]

[illegible] (Brooking) [illegible]

(Brooking , 1997) [illegible]

[illegible]

[illegible] (Chase)

[illegible] (Drucker) [illegible] (Chase 1997)

[illegible]

[illegible] (intangible assets) [illegible]

(Drucker 1995)

[illegible] (Guthrie) [illegible]

[illegible] (Roos et al , 1996). [illegible] (Guthrie 2000)

[illegible] (Skandia Model) [illegible]

[illegible] (Brooking , 1997) [illegible]

(human capital) [illegible]

([illegible] (organizational capital) [illegible]

[illegible] (Roos et al) [illegible] (customers capital)

[illegible]

(Roos et al , 1996)

(De Jamet)

(Drucker , 1995)

(Jennifer , 2000)

(Ganesh 2001)

[illegible]

[illegible]

[illegible]

[illegible] (group-ware) [illegible]

[illegible]

[illegible] (internet) [illegible]

.(Gomoloski،1997) . (internet)

: [illegible]

[illegible]

[illegible]

[illegible]

[illegible] (Boisot) [illegible]

(Boisot , 1997)) [illegible].

[illegible]

[illegible]

(Mayo , 1998) . "[illegible]

[illegible] (Blake) [illegible]

."[illegible]

(Blake , 1997)

[illegible] (Martinez) [illegible]

[illegible]

."[illegible]

[illegible] (an object) [illegible]

[illegible] (IT) [illegible]

[illegible]

(Mayo , 1998)

SECI

Combination)) .3 (Externalization) .2 (Socialization) .1

(internalization) .4

SECI

(Socialization)

(Externalization)

(Combination)

(Internalization)

.(Nonaka.1995)

[illegible]

Stein and [illegible]

[illegible] (Zwass

[illegible] (Semantic)

[illegible] (Episodic) [illegible]

[illegible]

(Zwass [illegible] Stein , 1995) . [illegible]

[illegible]

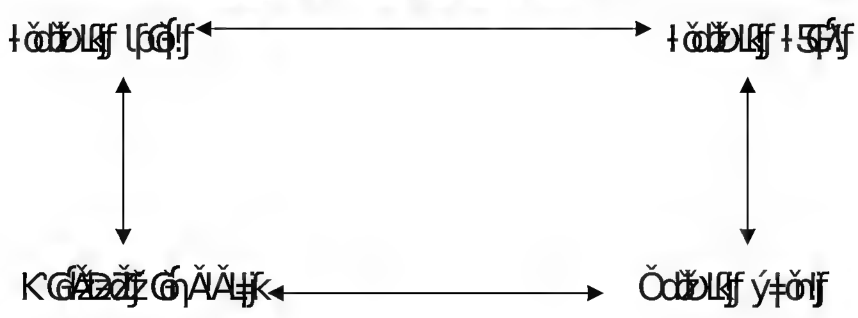
[illegible] :

[illegible]

(Audreg et al, 2001)

Grant

(Martensson، 2000)



(3)

"Schein، E.، (1995)، **Organizational culture and leadership** (San Francisco: Jossey- Bass)، p. 12."

(Schein 1995)

1. (values)

2. (Norms)

3. (Practices)

(organizational structure)

[illegible]

(Lang، 2001)

: (Information Technology) [illegible]

[illegible]

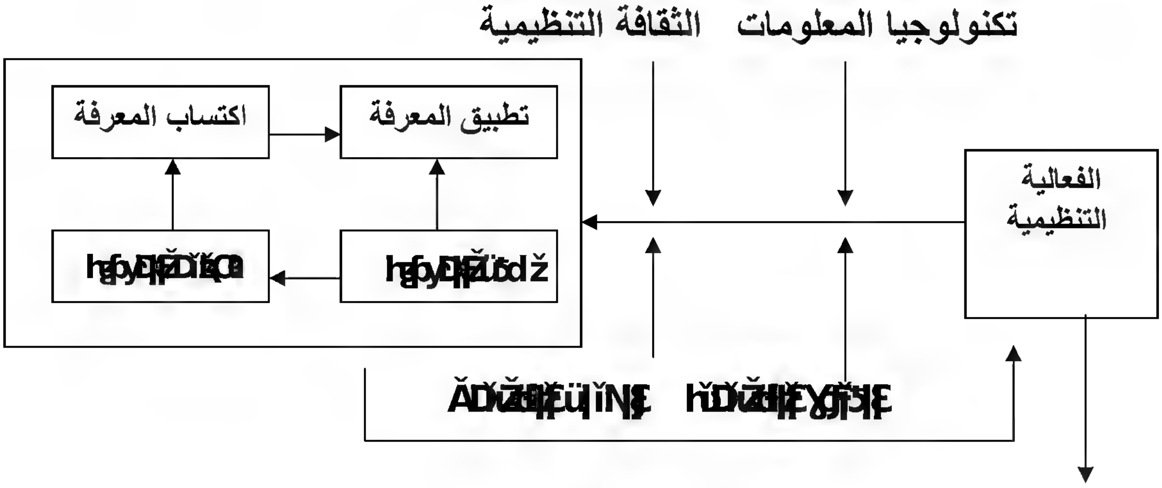
(Gomolski , 1997) . [illegible]

: [illegible]

[illegible]

(De long، 1997) . [illegible]

[illegible]



(4)

"Schein، E.، (1995)، **Organizational culture and leadership** (San Francisco: Jossey- Bass)، p. 28".

KM Implementation Limitations

KM

1.

2.

3.

4.

2003 Laudon&Laudon

1.

2.

3.

4.

Vaas Laudon Browon

[illegible] (CitiBank) [illegible]

[illegible]

[illegible]

Dimensions Of KnowledgeManagement

[illegible] (Duek 2001:885) [illegible]

1 - [illegible] Technological Dimension [illegible]

[illegible]

2 - [illegible] Organizational & Logistical Dimension [illegible]

[illegible]

3 - [illegible] Social Dimension [illegible]

[illegible]

[illegible] (chauvel and Despres.2001:5) [illegible]

1 - [illegible]

2 (IM)

(IT)

3

4

(Grover and Davenppor 2001)

(Knowledge Agents)

[illegible]

. (Kuhn , 1998) [illegible]

(Knowledge Transformation) [illegible] :

[illegible]

(Bollinger and Robert , 2001). [illegible]

[illegible]

:[illegible]

.1 [illegible]

[illegible] 2

[illegible] .3

[illegible]

(Bollinger and Robert , 2001) . [illegible]

[illegible] :

[illegible]

. (2000 [illegible]

[illegible]

[illegible] (1973 [illegible]

[illegible]

. (1993 [illegible]

- 4 [illegible]

[illegible]

. (Labbah and Analoui , 1996) [illegible]

[illegible] (Drucker 1995) [illegible]

- 1 [illegible]

- 2 [illegible]

- 3 [illegible]

- 4 [illegible]

[illegible]

[illegible] (Quinn1995: 1-3) [illegible]

1. [illegible]
2. [illegible]
3. [illegible]

[illegible] (Wheelen & Hunger , 2000: 340) [illegible]

[illegible] (Drucker , 1999) [illegible] (21) [illegible]

"KM" (Allee , 1997: 71-74)

"KM" (Lynch , 2003: 1)

(81-78 :1986

.(Strategic Policy Branch , 1999: 9)

.(Sarvary , 1999: 101)

"KM" (Thompson , 2000: 64-67)

.(158 :2001

.(Scheffman & Thompson , 1998: 1-6)

(Mrinalini & Nath , 2000: 180)

(Whitley , 2000)

.(118 :2002

(Wick , 2000: 515-529)

."KM"

(Kotelnikov , 2003: 3)

2.2

(2005

(DowanKwan 2004)

(Malhotra , 2003)

(Lee & Choi 2003)

(CheahYu 2003)

(Tamme Vander Wal 2003)

[illegible]

[illegible] (Bouthillier and Shearer 2002) [illegible]

[illegible] (Dingsoyr , 2002) [illegible]

(Snis 2002)

(Kumar and plavia , 2001)

(Stevens et al 1994) ... 66

[illegible] (501) [illegible] (%77) [illegible] (351) [illegible] (15) [illegible] (%70) [illegible] (336) [illegible] (%51.7) [illegible] (%67.1) [illegible].

(1) [illegible]

[illegible]

[illegible] %	[illegible] (336=n)	[illegible] %	[illegible] (131=n)	[illegible]	[illegible]
%57.7	194	%71.8	94	[illegible]	[illegible]
%42.3	142	%28.2	37	[illegible]	
%13.91	47	%3.8	5	[illegible] 25	[illegible]
%37.87	128	%30.5	40	[illegible] 35-26	
%37.28	126	%45.8	60	[illegible] 46-36	
%10.36	35	%19.8	26	[illegible] 47	
%18.3	62	%5.3	7	[illegible]	[illegible]
%41.1	139	%11.5	15	[illegible]	
%29.6	100	%54.2	71	[illegible]	
%10.9	37	%29.0	38	[illegible]	
336	[illegible]	%77.1	101	[illegible]	[illegible]
%100		%22.9	30	[illegible]	
%20.41	69	%16.8	21	[illegible] 5	[illegible]
%30.18	102	%23.7	31	[illegible] 10-6	
%19.53	66	%38.9	51	[illegible] 15-11	
%29.58	100	%20.6	27	[illegible] 16	

[illegible] (1) [illegible].

(%41.1) ... (%10.9).

3.

(31) ... (Jakob elder2003) ... (2005 ...

1. (5- 1)
2. (10- 6)
3. (15 - 11)
4. (21- 16)
5. (26- 22)

(23) ... (2003 ...

6. [illegible] (11- 6)

7. [illegible] (17- 12)

8. [illegible] (23- 18).

[illegible]:

[illegible] (31- 27) [illegible]

[illegible] (5- 1) [illegible] (2005 [illegible])

3 .5 [illegible]

[illegible] (25) [illegible]

3 .6 [illegible]

[illegible] (Test-Retest) [illegible] (25) [illegible] (2) [illegible]:

(2) [illegible]

[illegible]

[illegible]		[illegible]	[illegible]	[illegible]
Alpha	Test-Retest			
0.84	0.86	5- 1	[illegible]	1
0.80	0.83	10- 6	[illegible]	2
0.82	0.84	15- 11	[illegible]	3
0.76	0.78	21- 16	[illegible]	4
0.88	0.89	26- 22	[illegible]	5
0.89	0.90	26- 1	[illegible]	5- 1
0.77	0.86	31- 27	[illegible]	6
0.86	0.88	11- 6	[illegible]	1
0.83	0.87	17- 12	[illegible]	2
0.87	0.90	23- 18	[illegible]	3
0.88	0.91	23- 6	[illegible]	3- 1

[illegible] (3) [illegible] (0.90) [illegible] (Cronbach Alpha Equation) [illegible] (0.89=[illegible]) [illegible].

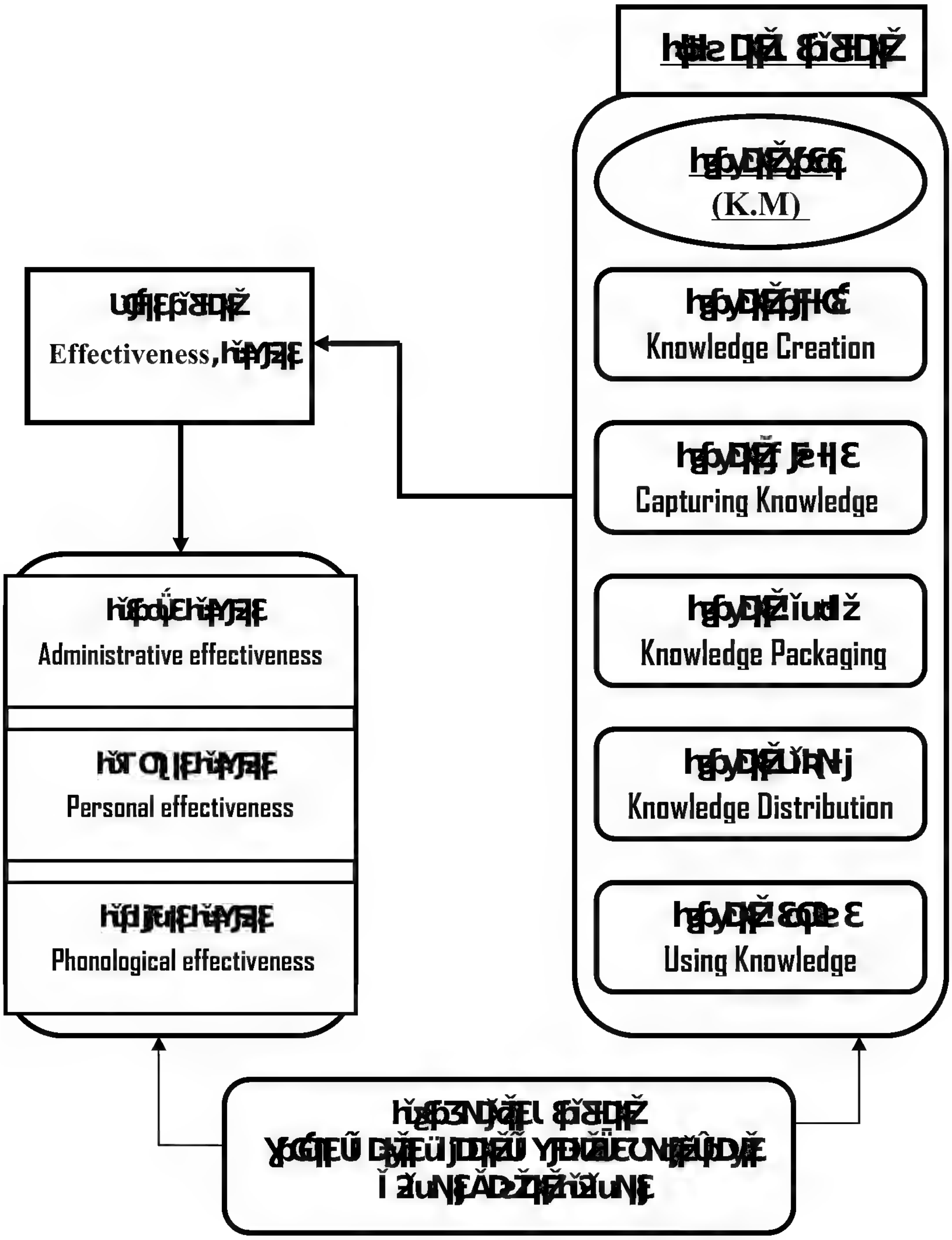
[illegible] (0.91) [illegible] (Cronbach Alpha Equation) [illegible] (0.88=[illegible]) [illegible].

3. [illegible] :

[illegible] . (Spss.10) [illegible]

1. [illegible] (Descriptive statistic Measures) [illegible] .
2. [illegible] (Pearson's correlation Matrix) [illegible] .
3. [illegible] (Multiple Regression Analysis) [illegible] .
4. [illegible] (ANOVA) [illegible] .
5. [illegible] Ste pwise Multiple Regression [illegible] (Analysis [illegible] .
6. [illegible] (Variance Inflation Factory)(VIF) [illegible] (Tolerance) [illegible] (Multicollinearity) [illegible].
7. [illegible] (Skewness) [illegible] (Normal Distributions) [illegible].

3.


(K.M)
Knowledge Creation
Capturing Knowledge
Knowledge Packaging
Knowledge Distribution
Using Knowledge
Effectiveness
Administrative effectiveness
Personal effectiveness
Phonological effectiveness

[illegible]

[illegible]

[illegible] (Pearson's Correlation Matrix) [illegible] (Multiple Regression Analysis) [illegible] (One Way Anova) [illegible].

4. [illegible]:

[illegible]

(3) [illegible]

[illegible].

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	3	0.57	3.38	[illegible]	5-1
[illegible]	2	0.65	3.41	[illegible]	10-6
[illegible]	1	0.64	3.69	[illegible]	15-11
[illegible]	5	0.66	3.26	[illegible]	21-16
[illegible]	4	0.61	3.34	[illegible]	26-22
[illegible]	-	0.50	3.42	[illegible]	26-1

[illegible] (3) [illegible] (3.42) [illegible] (3.69) [illegible] (3.41) [illegible] (3.38) [illegible] (3.34) [illegible] (3.26).

[illegible]

[illegible]

(4) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
.1	[illegible]	3.63	0.97	1	[illegible]
.2	[illegible]	3.35	1.01	3	[illegible]
.3	[illegible]	3.18	1.03	5	[illegible]
.4	[illegible]	3.39	0.99	2	[illegible]
.5	[illegible]	3.33	0.96	4	[illegible]
5-1	[illegible]	3.38	0.57	-	[illegible]

[illegible] (4) [illegible]
[illegible]
[illegible] (1) [illegible] (3.38)
[illegible]
[illegible] (3) [illegible] (3.63)
[illegible]
[illegible] (3.18) [illegible]
[illegible]
[illegible]
[illegible]

[illegible]

(5) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	3	1.01	3.42	[illegible]	.6
[illegible]	4	0.97	3.30	[illegible]	.7
[illegible]	5	1.04	3.27	[illegible]	.8
[illegible]	2	0.98	3.51	[illegible]	.9
[illegible]	1	0.94	3.55	[illegible]	.10
[illegible]	-	0.65	3.41	[illegible]	10- 6

[illegible] (5) [illegible]
[illegible]
[illegible] (10) [illegible] (3.41)
[illegible]
[illegible] (8) [illegible] (3.55) [illegible]
[illegible]
[illegible] (3.27) [illegible]
[illegible]
[illegible]
[illegible]

[illegible]:

(6) [illegible]

[illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	5	0.87	3.41	[illegible]	.11
[illegible]	4	0.89	3.47	[illegible]	.12
[illegible]	2	0.75	3.84	[illegible]	.13
[illegible]	1	0.73	3.98	[illegible]	.14
[illegible]	3	0.90	3.76	[illegible]	.15
[illegible]	-	0.64	3.69	[illegible]	15- 11

[illegible] (6) [illegible] (14) [illegible] (3.69) [illegible] (11) [illegible] (3.98) [illegible] (3.41) [illegible]

[illegible]

[illegible] (7)

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	5	1.02	3.25	[illegible]	.16
[illegible]	6	1.05	2.96	[illegible]	.17
[illegible]	4	0.96	3.29	[illegible]	.18
[illegible]	2	0.91	3.32	[illegible]	.19
[illegible]	3	1.00	3.30	[illegible]	.20
[illegible]	1	0.89	3.44	[illegible]	.21
[illegible]	-	0.66	3.26	[illegible]	21- 16

[illegible] (7) [illegible]

[illegible] (21) [illegible] (3.26) [illegible]

[illegible] (3.44) [illegible]

[illegible] (17) [illegible]

[illegible] (2.96)

[illegible]

(8) [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	1	1.00	3.43	[illegible]	.22
[illegible]	4	0.96	3.31	[illegible]	.23
[illegible]	3	0.94	3.35	[illegible]	.24
[illegible]	5	1.03	3.24	[illegible]	.25
[illegible]	2	1.00	3.39	[illegible]	.26
[illegible]	-	0.61	3.34	[illegible]	26- 22

[illegible] (8) [illegible] (22) [illegible] (3.34) [illegible] (25) [illegible] (3.43) [illegible] (3.24) [illegible]

[illegible]

(9) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	2	0.68	3.44	[illegible]	11- 6
[illegible]	3	0.63	3.34	[illegible]	17- 12
[illegible]	1	0.64	3.57	[illegible]	23- 18
[illegible]	-	0.51	3.45	[illegible]	23- 6

[illegible] (9) [illegible] (3.45) [illegible] (3.57) [illegible]

[illegible] (3.44) [illegible]
[illegible] (3.34).

[illegible]

[illegible]:

[illegible]:

[illegible] (10)

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	2	1.06	3.51	[illegible]	.6
[illegible]	1	1.01	3.53	[illegible]	.7
[illegible]	3	1.03	3.48	[illegible]	.8
[illegible]	4	1.07	3.39	[illegible]	.9
[illegible]	5	0.99	3.35	[illegible]	.10
[illegible]	6	1.02	3.32	[illegible]	.11
[illegible]	-	0.68	3.44	[illegible]	11-6

[illegible] (10) [illegible] (3.44) [illegible] (7) [illegible] (11) [illegible] (3.53) [illegible] (3.32) [illegible]

[illegible]

[illegible] (11)

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	1	1.03	3.42	[illegible]	.12
[illegible]	5	0.96	3.31	[illegible]	.13
[illegible]	2	0.98	3.36	[illegible]	.14
[illegible]	6	1.01	3.28	[illegible]	.15
[illegible]	4	0.99	3.33	[illegible]	.16
[illegible]	3	1.00	3.35	[illegible]	.17
[illegible]	-	0.63	3.34	[illegible]	17- 12

[illegible] (11) [illegible] (3.34) [illegible] (0.63) [illegible] (12) [illegible] (3.42) [illegible] (15) [illegible] (3.28) [illegible]

[illegible]

(12) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
.18	[illegible]	3.44	1.01	5	[illegible]
.19	[illegible]	3.41	1.07	6	[illegible]
.20	[illegible]	3.82	0.98	1	[illegible]
.21	[illegible]	3.78	0.97	2	[illegible]
.22	[illegible]	3.45	1.02	4	[illegible]
.23	[illegible]	3.53	1.03	3	[illegible]
23- 18	[illegible]	3.57	0.64	-	[illegible]

[illegible] (12) [illegible] (3.57) [illegible] (12) [illegible] (3.82) [illegible] (19) [illegible] (3.41) [illegible]

[illegible]

(13) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
*0.685	*0.574	*0.585	*0.627		[illegible]
*0.671	*0.535	*0.571	*0.646		[illegible]
*0.704	*0.593	*0.650	*0.588		[illegible]
*0.683	*0.557	*0.583	*0.641		[illegible]
*0.633	*0.501	*0.532	*0.618		[illegible]
*0.724	*0.592	*0.627	*0.671		[illegible]

* [illegible] (α= 0.01)

[illegible] (13) [illegible] (0.724) [illegible] (0.704) [illegible] (0.633).

[illegible] (0.627) [illegible]

[illegible]
[illegible] (0.574).

[illegible]
[illegible]
[illegible]
[illegible] (0.646) [illegible]
[illegible]
[illegible] (0.535).

[illegible]
[illegible]
[illegible]
[illegible] (0.650) [illegible]
[illegible]
[illegible] (0.588).

[illegible]
[illegible]
[illegible]
[illegible] (0.641) [illegible]
[illegible]
[illegible] (0.557).

[illegible]
[illegible]
[illegible]
[illegible] (0.618) [illegible]
[illegible]
[illegible] (0.501).

[illegible]

(14) [illegible]

[illegible] (T) [illegible]

[illegible]

T [illegible]	T	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0.003	2.99	1.05	3.34	0.96	3.60	[illegible]
0.007	2.72	0.97	3.15	0.97	3.44	[illegible]
0.000	6.33	0.93	3.11	1.02	3.79	[illegible]
0.001	3.56	1.01	3.61	0.94	4.06	[illegible]
0.000	3.92	1.07	3.41	0.95	3.92	[illegible]
0.000	5.07	0.69	3.32	0.67	3.76	[illegible]

*[illegible] (α ≤10.0)

[illegible] (14) [illegible] (3.76) [illegible] (3.32) [illegible] (T) [illegible] (α ≤10.0) [illegible]

[illegible] (14) [illegible] (4.06- 3.44) [illegible]

[illegible] (4.06) [illegible]
[illegible]
[illegible] (3.92) [illegible]
[illegible] (3.79) [illegible]
[illegible] (3.60) [illegible]
[illegible] (3.44).

[illegible]
[illegible] (3.11- 3.61) [illegible]
[illegible]
[illegible] (3.61) [illegible]
[illegible] (3.41) [illegible]
[illegible] (3.34) [illegible]
[illegible]
[illegible] (3.15) [illegible]
[illegible] (3.11).

[illegible]
[illegible]
[illegible].

4. [illegible]:

[illegible]
[illegible]
[illegible]
[illegible] "Multicollinearity" [illegible]
"Variance Inflation Factor-VIF" [illegible]
[illegible] (15) [illegible] "Tolerance

[illegible] (10) [illegible] (VIF) [illegible] (0.05) [illegible]

[illegible] "Multicollinearity" [illegible] (15) [illegible] "Tolerance" [illegible] (VIF) [illegible] (10) [illegible] (VIF) [illegible] (5.938-3.208) [illegible] (0.572 - 0.312) [illegible] (0.05) [illegible]

(15) [illegible]

[illegible]

[illegible] Skewness	[illegible] Tolerance	[illegible] (VIF)	[illegible]
0.372	0.425	3.974	[illegible]
0.321	0.572	5.815	[illegible]
0.319	0.312	3.208	[illegible]
0.362	0.441	5.938	[illegible]
0.428	0.397	4.082	[illegible]

Normal Distribution [illegible] (Skewness) [illegible] (15) [illegible] (1) [illegible] (1) [illegible]

(16) [illegible]

[illegible] (Analysis Of variance) [illegible]

[illegible] F	F [illegible]	[illegible]	[illegible]	R^2 [illegible]	[illegible]	[illegible]
0.000	*20.91	11.246	56.229	0.455	[illegible]	[illegible]
		0.538	67.230		[illegible]	
0.000	*19.51	12.336	61.680	0.438	[illegible]	[illegible]
		0.632	79.051		[illegible]	
0.000	*15.47	9.875	49.377	0.382	[illegible]	[illegible]
		0.638	79.791		[illegible]	
0.000	30.11	10.807	54.034	0.546	[illegible]	[illegible]
		0.359	44.864		[illegible]	

(0.01 = α) [illegible] *

[illegible] (16) [illegible] (0.01 ≥ α) [illegible] (F) [illegible] (54.6% [illegible] (45.5% [illegible] (43.8% [illegible] (38.2% [illegible]

[illegible]

(17) [illegible]

[illegible]

[illegible]	[illegible]	Beta	[illegible]	B	[illegible]
0.572	**0.567	0.115	0.215	0.122	[illegible]
0.030	*2.188	0.250	0.123	0.268	[illegible]
0.000	*3.971	0.510	0.147	0.584	[illegible]
0.702	**0.383	0.071	0.191	0.073	[illegible]
0.587	**0.544	0.084	0163	0.089	[illegible]

*[illegible] (0.05 =α)

** [illegible]

[illegible] (17) [illegible] (t) [illegible] (3.971 [illegible] 2.188) [illegible] (t) [illegible] (0.01 =α).

[illegible] (t) [illegible] (0.05 =α).

[illegible]

Stepwise Multiple [illegible] Regression [illegible]

[illegible] (18) [illegible] (%53) [illegible] (%54.6) [illegible]

(18) [illegible]

"Stepwise Multiple Regression" [illegible]

[illegible] F	F [illegible]	R^2 [illegible]	[illegible]
0.000	*157.518	0.530	[illegible]
0.000	*83.465	0.546	[illegible]

* [illegible] (0.05 =α)

[illegible]

[illegible]

(19) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.953	**0.059	0.014	0.272	0.016	[illegible]
0.008	*2.685	0.349	0.156	0.419	[illegible]
0.011	*2.581	0.336	0.166	0.430	[illegible]
0.691	**0.399	0.083	0.242	0.097	[illegible]
0.367	**0.906	0.159	0.207	0.187	[illegible]

(0.05 = α) [illegible] *

[illegible] **

[illegible] (19) [illegible] (t) [illegible] (2.581 [illegible] 2.685) [illegible] (t) [illegible] (0.01 = α) [illegible].

[illegible] (t) [illegible] (0.05 = α) [illegible].

[illegible]

Stepwise Multiple [illegible] Regression [illegible]

[illegible] (20) [illegible]
[illegible] (%41.7) [illegible]
[illegible] (%45.1) [illegible]
[illegible]

(20) [illegible]

"Stepwise Multiple Regression" [illegible]

*F [illegible]	F [illegible]	R^2 [illegible]	[illegible]
0.000	*88.50	0.417	[illegible]
0.000	*49.52	0.451	[illegible]

* [illegible] (0. 05 =α) [illegible]

[illegible]

[illegible]

(21) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.473	**0.720	0.166	0.291	0.210	[illegible]
0.291	**1.060	0.213	0.258	0.273	[illegible]
0.000	*3.796	0.554	0.199	0.757	[illegible]
0.828	**0.217	0.046	0.259	0.056	[illegible]
0.837	**0.206	0.036	0.221	0.045	[illegible]

(0.05 =α) [illegible] *

[illegible] **

[illegible] (21) [illegible] (t) [illegible] (t) [illegible] (3.796) [illegible] (0.01 =α).

[illegible] (t) [illegible] (0.05 =α).

[illegible]

[illegible]

(22) [illegible]

[illegible]

[illegible] t	[illegible]	Beta	[illegible]	B	[illegible]
0.627	*0.487	0.115	0.287	0.140	[illegible]
0.361	**0.916	0.190	0.254	0.233	[illegible]
0.001	*3.348	0.502	0.196	0.658	[illegible]
0.794	**0.262	0.057	0.255	0.067	[illegible]
0.878	**0.154	0.028	0.218	0.034	[illegible]

*[illegible] (α= 0.05)

** [illegible]

[illegible] (22) [illegible] (t) [illegible] (t) [illegible] (3.348) [illegible] (α= 0.05).

[illegible] (t) [illegible] (α= 0.05).

[illegible]

[illegible]

(23) [illegible]

[illegible]

[illegible]	(F) [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0.000	*6.93	2.179 0.314	6.537 39.922	(127 ،3)	[illegible]	[illegible]
0.000	*8.39	2.562 0.305	7.687 38.771	(127 ،3)	[illegible]	[illegible]
0.004	*4.716	1.552 0.329	4.656 41.802	(127 ،3)	[illegible]	[illegible]

(α =0.05) [illegible] *

[illegible]

[illegible] (23) [illegible] (α= 0.01) [illegible] (F=6.93) [illegible] (α =0.05) [illegible]

[illegible] (24) [illegible] 25 [illegible] 25) [illegible] 47) [illegible] (3.79) [illegible] 47) [illegible] (2.83) [illegible] 47) [illegible] 35-26) [illegible] 47) [illegible] (3.28) [illegible] 35-26) [illegible] 47) [illegible] (3.79) [illegible] 47) [illegible]

(24) [illegible]

[illegible]

[illegible] 47	46-36 [illegible]	35-26 [illegible]	[illegible] 25 [illegible]	[illegible]	[illegible]
*0.96	-	-	-	2.83	[illegible] 25
*0.51	-	-	-	3.28	[illegible] 35-26
-	-	-	-	3.45	[illegible] 46-36
-	-	-	-	3.79	[illegible] 47

(0.05 = α) [illegible]*

[illegible]

[illegible] (23) [illegible] (F=8.39) [illegible] (α = 0.000) [illegible] (0.05 = α) [illegible]

[illegible]

[illegible] (25) [illegible] (3.61) [illegible] (2.99) [illegible] (4.09) [illegible] (2.99) [illegible]

(25) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
-	-	-	-	4.09	[illegible]
-	-	-	-	3.61	[illegible]
-	-	-	-	3.34	[illegible]
-	-	*0.62	*1.10	2.99	[illegible]

(0.05 = α) [illegible]*

[illegible]

[illegible] (23) [illegible] (α =0.004) [illegible] (F=4.716) [illegible] (0.05 = α) [illegible].

(26) [illegible] (5 [illegible]) [illegible] 16) [illegible] (3.74) [illegible] 16) [illegible] (5 [illegible]) [illegible] (3.21) [illegible] 16) [illegible] 16) [illegible] (10-6 [illegible]) [illegible] 16) [illegible] (3.74) [illegible] (10-6 [illegible]) [illegible] 16) [illegible] (3.23) [illegible] 16) [illegible].

(26) [illegible]

[illegible]

[illegible]

[illegible] 16	15-11	10-6	[illegible] 5	[illegible]	[illegible]
*0.53	-	-	-	3.21	[illegible] 5
*0.51	-	-	-	3.23	[illegible] 10-6
-	-	-	-	3.44	[illegible] 15-11
-	-	-	-	3.74	[illegible] 16

(0.05 = α) [illegible] *

[illegible]

[illegible] (27) [illegible] (t) [illegible] (3.74) [illegible] (t F) [illegible] (3.53) [illegible] (3.12).

[illegible] (27) [illegible] (α =0.564) [illegible] (t=0.578) [illegible] (0.05 = α) [illegible].

(27) [illegible]

[illegible] (t) [illegible]

.([illegible])

[illegible]	t [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0.000	*3.74	0.59	3.53	94	[illegible]	[illegible]
		0.51	3.12	37	[illegible]	
0.564	0.578	0.61	3.43	30	[illegible]	[illegible]
		0.53	3.36	101	[illegible]	

(0.01 =α) [illegible]*

[illegible]

(28) [illegible]

[illegible]

[illegible]	(F) [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
0.592	0.636	0.442	1.326	(332 ،1)	[illegible]	[illegible]
		0.694	230.570		[illegible]	
0.002	*4.94	3.305	9.915	(332 ،1)	[illegible]	[illegible]
		0.669	221.981		[illegible]	
0.060	2.289	1.561	6.243	(331 ،4)	[illegible]	[illegible]
		0.682	225.653		[illegible]	

(0.01 =α) [illegible]*

[illegible]

[illegible] (28) [illegible] (α=0.592) [illegible] (F=0.636) [illegible]

(29) [illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
-	-	-	-	3.79	[illegible]
-	-	-	-	3.42	[illegible]
-	-	-	*0.46	3.33	[illegible]
-	-	-	*0.48	3.31	[illegible]

(0.05 = α) [illegible] *

[illegible]

[illegible] (28) [illegible] (F=2.289) [illegible] (0.05 = α) [illegible] (α = 0.05) [illegible]

[illegible]

[illegible] (30) [illegible] (t) [illegible] (4.05) [illegible] (31) [illegible] (3.56) [illegible] (3.36).

(30) Ǖǐž ýĂſŋ!ƒ

YĂĿƒ)ƨǒǩdžǕǻſĿǒƨǒǖdžǂǕǕĂơĿĿǒĂơdžKƒƨĂ[Ʀ (t)ƨǕƒ ȷƑĿj

.(ǑƵǤǩŲƒ

nȷǩDŽ HǕǖ	t HǕž	ƹ ǣǝǕǕ ăǒŷǗž	Uǩ Nǩ Ĭ ǒǝǩ	ơǕǩ	ǒǕǕǕ ȷƦ	ǒǕǕž
0.035	2.12	0.88	3.56	193	ƧǂƦ	YĂùùùùùĿƒ
		0.76	3.36	143	Ĭ ƛǒ	ǑƵǤǩŲƒ

(0.01 =α) ăĂƦ dž ǕžǕǤ ơǥ!ŲǒKƒƦ*

[illegible]

[illegible]

[illegible]

[illegible]:

1 .5 [illegible]:

[illegible] (336) [illegible] (131) [illegible] (Test re-Test) [illegible] (0.90) [illegible] (Cronbach Alpha) [illegible] (0.89=[illegible]) [illegible] (0.91) [illegible] (0.88=[illegible]).

[illegible] (3.42) [illegible] (0.50) [illegible] (3.45) [illegible] (0.51) [illegible] (54.6%) [illegible].

(1989) . 141

(2004)

(1993)

(1995)

(2003)

(2001)

(2001) . (25) (8)

(2001) . (28) (8) 20

28-

(2003)

[illegible] (1995) [illegible]
[illegible].

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شكل رقم (1)

هيكل تنظيمي وفق تقسيم قطاعي يتضمن أربعة قطاعات رئيسية

ومجموعات فرعية لتوضيح الهيكلية التنظيمية لأنشطة الأجهزة الحكومية.

والخاضعة لنظام الخدمة المدنية



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1128	%42.7	900	%36.5	228	[illegible]	.1
262	%10.5	221	%6.6	41	[illegible]	.2
155	%5.8	122	%5.3	33	[illegible]	.3
33	%1.3	28	%0.08	5	[illegible]	.4
172	%6.4	134	%6.1	38	[illegible]	.5
473	%14.7	310	%26.1	163	[illegible]	.6
99	%3.8	81	%2.9	18	[illegible]	.7
317	%11.6	250	%10.3	67	[illegible]	.8
94	3%	63	%5	31	[illegible]	.9
2733	%100	2109	%100	624	[illegible]	

المصدر: شؤون الموظفين في الوزارات المعنيه(2006)

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